



City Commission Retreat

**W South Beach Hotel, 2201 Collins Avenue
January 31, 2014**

Mayor Philip Levine
Vice-Mayor Deede Weithorn
Commissioner Michael Grieco
Commissioner Joy Malakoff
Commissioner Micky Steinberg
Commissioner Edward L. Tobin
Commissioner Jonah Wolfson

City Manager Jimmy L. Morales
City Attorney Jose Smith
City Clerk Rafael E. Granado

COMMISSION RETREAT

Meeting called to order at 9:07:44 a.m. by Mayor Levine.

Mr. James Anaston-Karas, Senior Manager and Certified Facilitator, introduced himself, and explained that the goal of this Retreat is to create a five-year strategic plan of “visionary thinking.”

He asked each participant to present their expectations from the Retreat aloud, and compliment the person to their left. He gave an example of his expectations and complimented the Commission. Exercise held.

OVERVIEW OF RETREAT PROCESS

Click [here](#) to view Power Point Presentation.

STRATEGIC PLAN SURVEY CHECK-IN

Mr. Anaston-Karas explained the origins of the Strategic Plan, which was adopted per the Budget Advisory Committee’s recommendation and Resolution 2006-26341. There was discussion on the Excellence Model, citizen input and survey timeliness.

Jimmy L. Morales, City Manager, asked how they could get input from citizens in an improved manner. Discussion was held regarding survey concept and the definition of Excellence Model.

Phillip Downs, Ph.D., Senior Partner, Kerr & Downs Research, introduced himself and explained that they will discuss purpose and results of the last survey conducted, and the upcoming 2014 survey. He shared and compared the results of the surveys from 2005 to 2012.

Click [here](#) to view the City of Miami Beach 2014 Community Survey Power Point Presentation showing survey results.

Commissioner Steinberg stated that the survey is too long. Dr. Downs explained that it is long, it takes about 15 minutes to complete but the drop off rate is surprisingly small. Commissioner

Malakoff stated that she did the survey and found some of the questions to be confusing.

Discussion continued.

Vice-Mayor Weithorn explained that some of the questions cannot be answered with a simple “yes” or “no”, and there is nowhere on the survey where a resident can opt out of a question. The Capital Improvement question is misleading, and her argument is that they ask questions that do not belong in the survey. She prefers focus groups on those types of questions, and concurs with Commissioner Malakoff. Discussion continued.

Mayor Levine suggested offering residents incentives to complete the survey; and asked if the survey can be submitted online. Discussion continued regarding survey input, traffic and safety issues.

Jose Smith, City Attorney, stated that there is a lot of skepticism about the value of a survey in a community where people have a great deal of access to the Commission. There are many activists in the City and the Mayor and Commissioners hear more about the issues from the community than what a survey can generate. Discussion held.

Commissioner Grieco suggested adding the question: “Do you consider yourself an activist?” or “On a scale from one to five, do you consider yourself an activist informed on City issues?” Discussion continued.

Commissioner Steinberg requested that at the end of the survey, a question be added asking the person if they would like to get more information from the City, and would that person like to get more involved. Discussion continued on focus groups and their success in obtaining input. Discussion held.

2014 QUESTIONNAIRE

Dr. Downs discussed the 2014 Survey, and explained that the City has been cautious in adding questions in order to maintain benchmarks. Discussion was held regarding questions that should be eliminated, and there was discussion of priorities and Key Intended Outcomes. **The City Commission will submit a list of questions to be deleted or added to the survey.**

Mr. Anaston-Karas announced a Strategic Performance exercise, consisting of each elected official posting at least three questions per person, including strengths, weaknesses, challenges and opportunities of the City in general. Exercise held.

There was discussion held on measuring performance in the government versus the public sector and having a bonus tied to customer service as a team, “a corporate reward model.” Discussion continued on sustainability, infrastructure and accountability (performance measures).

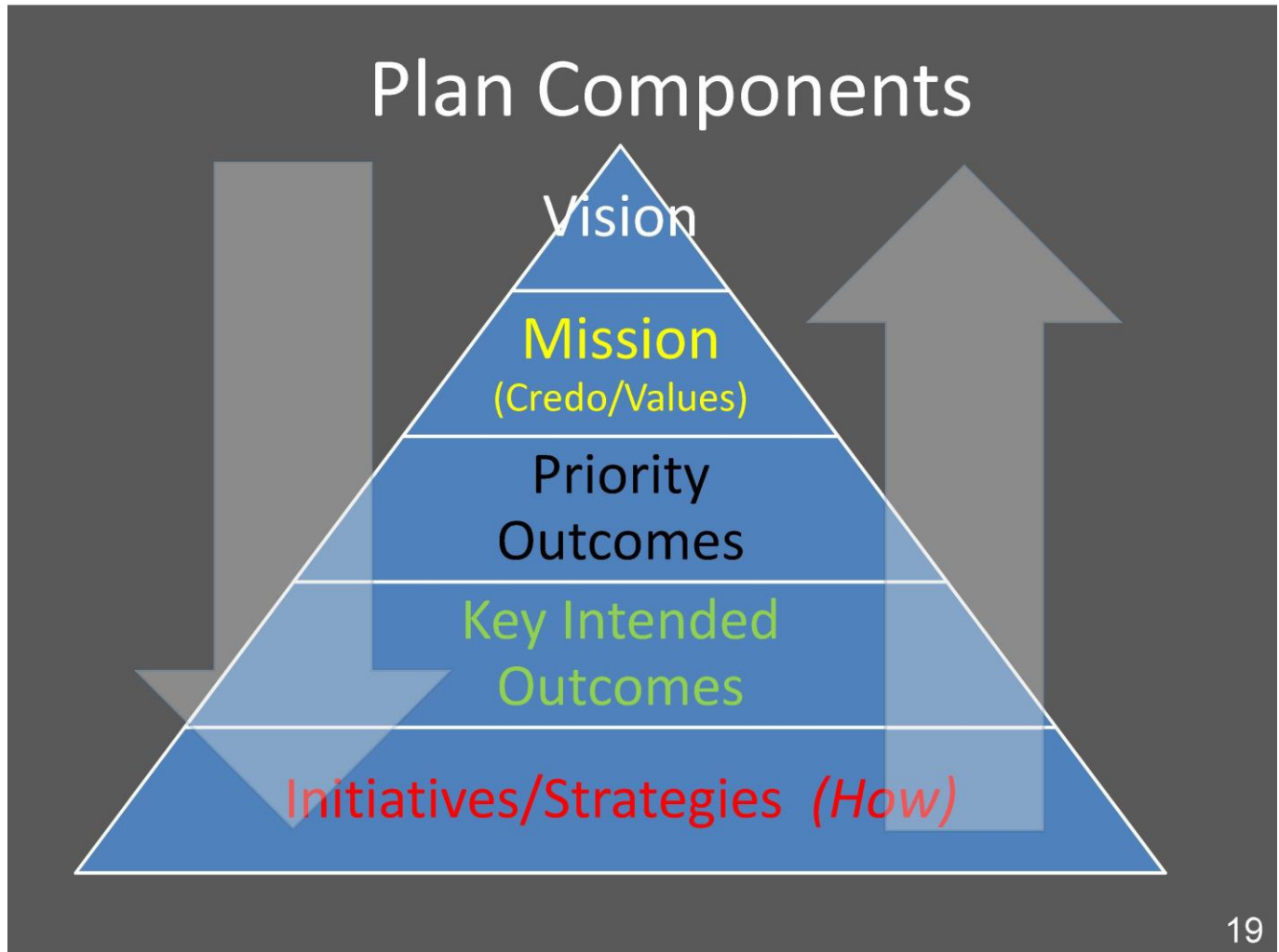
CURRENT PRIORITIES & KEY INTENDED OUTCOMES

Cleaner
Improve cleanliness of Miami Beach rights of way especially in business areas.
Improve cleanliness of City beaches.
Safer
Increase visibility of police.
Maintain crime rates at or below national trends.
Beautiful and Vibrant; Unique Urban and Historic Environment; A Mature Stable Residential Community
Ensure safety and appearance of building structures and sites enhance.
Ensure compliance with code within reasonable time frame.
Maintain Miami Beach public areas & rights of way Citywide.
Protect historic building stock.
Maintain strong growth management policies.
Increase satisfaction with family recreational activities.
Improve the lives of elderly residents.
Enhance learning opportunities for youth.
Reduce the number of homeless.
Increase access to workforce or affordable housing.
Promote and celebrate our City's diversity.
Well Improved Infrastructure
Enhance mobility throughout the City.
Improve parking availability.
Ensure value and timely delivery of quality capital projects.
Ensure well-maintained facilities.
Maintain City's infrastructure.
Improve storm drainage Citywide.
Preserve our beaches.
Culture, Entertainment Tourism Capital and International Center for Innovation and Business
Maximize Miami Beach as a destination brand.
Improve convention center facility.
Diversify business base in Miami Beach.
Improve building development related processes.
Maximizing Value to Our Community for the Tax Dollars Paid
Maximize efficient delivery of services.
Control costs of payroll including salary and fringes.
Minimize taxes.
Ensure expenditure trends are sustainable over the long term.
Increase community satisfaction with City government.
Supporting Outcomes to Sustainability of Vision
Enhance the environmental sustainability of the community.
Enhance external and internal communications from and within the City.
Expand e-government.
Improve process through information technology.
Improve the City's overall financial health and maintain overall bond rating.

Promote transparency of City operations.
Strengthen internal controls.
Attract and maintain a workforce of excellence.

There was a recess at noon.

MISSION AND VISION



Mr. Anaston-Karas continued with an exercise, which had the Mayor and Commissioners merge and combine similar existing KIO's.

Discussion was held regarding education excellence and the opportunity of having a Charter School. The City does not have a middle school option.

Commissioner Malakoff is a proponent of public education and believes Charter schools are not helping the existing public schools. She thinks that as a City they need to do whatever they can to improve education in middle and high schools. Nautilus seems to be the weakest link, and she thinks they need to meet with the School Board and add dollars to ensure that Nautilus has the best programs. Discussion continued.

Commissioner Wolfson stated that there are activities on Ocean Drive that have affected the quality of life of residents and visitors. He asked if there was an appetite to make Ocean Drive a pedestrian street. Commissioners Grieco and Malakoff would like to look into it. **TO DO:** Master Plan for Ocean Drive. Discussion continued.

Discussion was had regarding the renovation of the Convention Center. Mayor Levine suggested giving the City Manager and staff authorization to work with Jeff Sachs, Art Basel and others, and make sure the plan is perfect. The consultants need to look at the plan and tweak it, and then staff and the City Manager can be given the mandate to put together the proper RFP using the developed criteria, and then come back and decide what is the best price. Simultaneously, the Administration should put together another RFP for the hotel. Discussion continued regarding the hotel lease requiring a referendum, which needs to be approved by 60% of the voters. Discussion continued.

Mayor Levine stated that at the next Commission Meeting they should direct Administration to put out the RFP on the Convention Center. **Commissioner Steinberg to meet with the City Manager to review.**

Discussion was held on procurement process, collective bargaining, transparency, lack of garbage cans and beach cleanliness, especially on Lummus Park.

Mayor Levine suggested doing artistic garbage cans in every corner. He also introduced the idea of Adopt a Trash Can. Discussion held.

Commissioner Steinberg suggested adding this item in the solid waste franchise contracts going forward. Discussion continued.

Commissioner Malakoff stated that there is an issue when street cleaners clean the streets, they sweep the streets, but items such as liquor bottles or soda cans are not picked up. The ordinance is not being enforced. **Code Compliance to handle.**

Commissioner Weithorn also explained that after the streets are swept, people with the blowers blow the dirt back on the sidewalk and the streets. Discussion continued regarding traffic and meaningful strategies.

Commissioner Steinberg stated that parking pay stations are the most unsafe equipment and the most terrible system. Commissioner Steinberg feels that the public is vulnerable to crime when utilizing the pay stations. Discussion was held regarding implementation of the new pay by phone system.

RESULTS OF UPDATED KIO's

The following was the result of the exercise to update the Priorities and Key Intended Outcomes.

Safer
Reform Law Enforcement & Policing Culture
Insist on police department accountability & skilled management / leadership.
Improve City Management & Services Delivery
Maximize Value to Our Community for the Tax Dollars Paid
Streamlined delivery of services.
Improve building / development related processes; building department must better & more efficiently serve all its publics from resident to developer.
Strengthen internal controls to achieve more accountability.
Enhance external and internal communications from within the City.
Change culture for employees and commission to customer service driven. (To be wordsmiths.)
Ensure expenditure trends are sustainable over the long term.
Improve City's managerial leadership to reward innovation and induce performance excellence.
Well Improved Infrastructure
Ensure Flooding Resiliency
Good Mobility at Most Times of Day
Ensure reliable storm water management by implementing select long-term solutions including SLR.
Commission a comprehensive mobility recommendations plan.
Maintain & build infrastructure priority with full accountability.
Assess all infrastructure needs.
Universally enhance pedestrian safety.
Beautiful and Vibrant; Unique Urban and Historic Environment; A Mature Stable Residential Community
Cleaner
Enhance Certain Neighborhoods
Redevelop Focused Areas
Complete a community consensus cohesive master plan for North Beach neighborhoods.
Ocean Drive master plan.
Improve cost effectively the cleanliness of City beaches garbage can corner campaign.
High traffic pedestrian residential areas.
Elevate walkability to first criteria of all development decisions and reconstruction & planning.
Choose suitable areas for provision of workforce housing for key industry workers.
Ensure compliance with code within reasonable time frame especially commercial code.
Culture, Entertainment Tourism Capital and International Center for Innovation & Business
Improve Certain Business, Hospitality & Arts Sectors
In expedited manner upgrade smart, modern, energy-efficient Convention Center, which fits local context, including walkability; accommodate complimentary hotel(s) proceed with RFP & referendum.
Maximize Miami Beach brand as a world-class destination.

Achieve Educational Excellence (K-12)
Induce public school improvement & accountability namely at middle schools.
Charter (School) investigate.

An evaluation form was distributed. Mr. Anaston-Karas asked that the Mayor and Commissioners reflect on the opportunities and think about what their expectations were before the Retreat. He stated that they are striving for positive change.

One last exercise given was for the participants to give one word reflection, and the following words were heard: optimistic, opportunities and informative. He commended everyone in the room for their participation.

Click [here](#) to view Summary Results of Retreat Workshop prepared by Jim Anaston-Karas, Facilitator.

Meeting adjourned at 5:16:30p.m.

Handout or Reference Materials:

1. 2014 Commission Retreat Agenda
2. LTC 015-2014 Draft Community Survey Questionnaire and Timeline
3. LTC 027-2014 Commission Retreat Facilitator
4. LTC 029-2014 Commission Retreat Agenda – January 31 and February 1, 2014
5. LTC 031-2014 Weekly Meeting Notices for the Week of January 27-February 1, 2014
6. LTC 033-2014 Revised Commission Retreat Agenda – January 31
7. Ranking Worksheets
8. Email from Leslie Rosenfeld dated January 29, 2014 at 12:19 PM RE: Retreat Information
9. Copy of Resolution 2006-26341
10. List of Key Intended Outcomes
11. Copy of Meeting Notices ad published in Neighbors, January 23, 2014
12. Color booklet titled “The Plan to Make Miami Beach Even Better” Strategic Plan 2011 Update
13. CMB 2014 Community Survey Timeline and Deliverables
14. 2014 Miami Beach Resident Survey Draft Questionnaire
15. Sign in Sheet
16. 2014 Commission Committees schedule
17. Summary Results of Retreat Workshop prepared by Jim Anaston-Karas, Facilitator.
18. PowerPoint Retreat 2014
19. PowerPoint CMB 2014 Community Survey

